

A Case Study and analysis of VFM campaign through out of home advertising of Airtel Bangladesh Limited

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**A Case Study and Analysis of VFM campaign through out of home advertising of
Airtel Bangladesh Limited**

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Course Code: BUS 401

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To: Tamzidul Islam, BRAC Business School, BRAC University

From: MD Irfanul Haque Khan, 09104104, BRAC Business School, BRAC University.

Subject: Submission of Intern Report on BUS 401

Dear Sir:

With great pleasure, I am here by submitting my internship report on the title “A Case Study and Analysis of VFM campaign through out of home advertising of Airtel Bangladesh Limited” that you have asked me to prepare during this semester, Fall 15. I have tried my level best to follow your guidelines in every aspect while planning this internship report. I feel it is my great achievement to work under your active supervision.

During the process of preparing the intern report, I had the chance of experiencing and rediscovering my potentials by working in Airtel Bangladesh Limited in MarCom department under Marketing Division, beneath the supervision of A. K. Rahath Ahmed, Head of MarCom, Marketing function. This intern report gave me an opportunity to apply my analytical expertise, sharpen my views, ideas and communication skills, which will help me in my future professional career.

I would look forward to receive your cordial approval of my submission. At BRAC University I appreciate having this intern report. If you need any assistance in interpreting this report or if you have any query, please contact with me on the given mail address and contact number.

irfanulhk@gmail.com. Contact number: 0161-0002714

Thank you

(MD Irfanul Haque Khan)

Acknowledgement

To prepare this internship report considerable thinking & information input from various sources were involved. But at the beginning I would like to convey my sincere appreciation to the almighty Allah for giving me the strength and the ability to finish the task within the stipulated time as a successful intern. Then I like to express my sincere gratitude to everyone who contributed towards preparing and making this study successfully.

I am deeply indebted to my faculty advisor Tamzidul Islam, Assistant Professor, BRAC Business School, BRAC University for his whole-hearted supervision during my educational attachment period. I am also grateful to Mr A. K. Rahath Ahmed, Head of MarCom, Marketing function, as my organizational supervisor. It would have been very difficult to prepare this report up to this mark without his guidance. My gratitude goes to entire OCSAR of BRAC University for help although that facilitates integration of theoretical knowledge with real life situation.

Moreover, I would also like to express my gratefulness to my Airtel Bangladesh Limited fellows, seniors and colleagues who gave me good advice, suggestions, inspiration and support to run smoothly on the way of my intern period. I must mention the wonderful working environment and group commitment of this organization that has enabled me to deal with a lot of stuff in an easier way.

Finally, I want to be my grateful to my parents and tribute them because without their special attention and close communication I may not be able to complete my internship program and report in such a planned way and predetermined time. Last but not the least; I want to appreciate everyone's support to me from the very beginning, during the preparation of report and to completing the internship program.

Executive Summary

As a part of academic requirement and completion of BBA program, I have been assigned to complete internship report on “A Case Study and Analysis of VFM campaign through out of home advertising of Airtel Bangladesh Limited” under the guidance of Tamzidul Islam and Mr. A. K. Rahath Ahmed. “A Case Study and Analysis of VFM campaign through out of home advertising of Airtel Bangladesh Limited”; as such the topic is selected to make it clear. This report is divided into some sub segments. As prepared by a young employee in a reputed telecommunication company Airtel Bangladesh Limited, the report tries to go through the in depth details.

The report starts with a general introduction of Airtel Bangladesh Limited where it describes the history of the organization, mission, vision, goal, strategy, organization structure and size, products, services, customers, markets, future plan of the organization etc. Then this report proceeds onto the preliminary talk about Airtel Bangladesh Limited. Airtel is one of the five operators in the telecommunications private sector of Bangladesh. It is a venture of Bharti Airtel Limited. At first it was introduced with a brand name WARID Telecom in May 10, 2007. In 2010, Warid Telecom sold a majority 70% stake in the company to India's Bharti Airtel Limited for US\$300 million. The Bangladesh Telecommunication Regulatory Commission approved the deal on January 4, 2010. Bharti Airtel Limited took management control of the company and its board, and rebranded the company's services under its own Airtel brand from December 20, 2010.

Afterward there is discussion about Airtel Bangladesh Limited's different departments. After that it is continued on to the main focus of the report.

This report is prepared on the basis of practical experience in Airtel Bangladesh Limited. This period helped a lot to learn about the practical scenario of Airtel Bangladesh Limited which is a dynamic countrywide GSM communication solution provider. This report has been presented based on practical observations and experience gathered from the company.

Table of Contents

1.1	MARKETING COMMUNICATION	1
1.2	OBJECTIVE	1
1.2.1	PRIMARY OBJECTIVE:	1
1.2.2	SECONDARY OBJECTIVES:	2
1.3	LIMITATIONS	2
1.4	METHODOLOGY	2
1.4.1	PRIMARY SOURCES:	2
1.4.2	SECONDARY SOURCES:	3
1.4.3	DATA COLLECTION METHODS:	3
2.1	ABOUT AIRTEL BANGLADESH LIMITED (ABL)	4
2.2	ABOUT BHARTI AIRTEL	4
2.3	HISTORY	5
2.4	HISTORY OF AIRTEL BANGLADESH	5
2.5	OPERATIONAL NETWORK ORGANOGRAM	6
2.6	MARKET SHARE	7
2.7	VISION AND TAGLINE	8
3.1	WINGS OF MARCOM	9
3.2	WORKFLOW:	10
4.1	CAMPAIGN DETAILS	11
4.1.1	WHAT IS VFM?	11
4.1.2	PRODUCT DETAILS	11
4.1.3	CREATIVE BRIEF	12
4.2	CAMPAIGN OBJECTIVE	12
4.2.1	VFM CAMPAIGN OBJECTIVE	13
4.2.2	OUT OF HOME ADVERTISING OBJECTIVE	13
4.3	WORKFLOW OF THE OUT OF HOME ADVERTISING PROJECT	13
4.3.1	BUDGET AND PLANNING	13
4.3.2	SITE SELECTION AND VERIFICATION	14
4.3.3	CREATIVE AND MODEL SELECTION	14
4.3.4	EXECUTION	15
4.4	EVALUATION OF THE CAMPAIGN	15
4.4.1	EXECUTION EVALUATION	16
4.4.2	CUSTOMER POINT OF VIEW	16
4.5	CHALLENGES	18
4.6	RECOMMENDATION	18
INTERVIEW		20
WEBSITES AND PAGES		20
BOOKS		20

1. Introduction:

First of all, this report is prepared with an intention to meet partial requirement of BBA program as an internship report. Moreover, another intension is to get a better insight of the subject matter which is outdoor campaign. To do that, it is needed to have worked closely with Airtel Bangladesh Limited, one of the leading telecom operators in Bangladesh and observed their work to get the better insight of the topic. The difference between theoretical knowledge and the practical skill could be clearly defined through this report.

1.1 Marketing Communication

*“Marketing communication (MarCom) is a fundamental and complex part of a company’s marketing efforts. Loosely defined, MarCom can be described as all the messages and media you deploy to communicate with the market. It includes advertising, direct marketing, branding, packaging, your online presence, printed materials, PR activities, sales presentations, sponsorships, trade show appearances and more.”*¹

For ATL Communication, we can define it as

*“ATL is a type of advertising through media, such as television, cinema, radio, print, and Out-of-home to promote brands or convey a specific offer. This type of communication is conventional in its nature and is considered impersonal to customers...”*²

1.2 Objective

As it is said earlier that the main objective of this report to meet partial requirement of BBA program. However, there were some other objectives which are as follows:

¹ (Marketing Communication: An Integrated Approach)

²Wikipedia

1.2.1 Primary Objective:

Analyze a market communication campaign through out of home campaign.

1.2.2 Secondary Objectives:

- To understand how the out of home Marketing Communication is done in Airtel Bangladesh Limited (ABL).
- To identify the impacts of the VFM campaign to different stakeholders.
- To explain the background of telecom operators in Bangladesh through observing Airtel Bangladesh Limited (ABL)
- To have a clear idea about the ATL process followed by Airtel Bangladesh Limited.

1.3 Limitations

The report is prepared with an intention it is to be full and complete. However, there are some limitations that need to be disclosed.

- Lack of sound experience in research background or prior experience.
- The documents of ABL are highly confidential and they maintain their professional code of conduct (CoC) very strictly.
- The area of this topic is vast. Hence, it is quite difficult for one individual to go for exploring all the important areas of this topic. This is one of the biggest limitations of this report.
- Time constraint is the major factor that limited the scope of this report.
- Sufficient records, publications, facts and figures were nowhere found. This narrowed down the scope at a greater context.

1.4 Methodology

This report is prepared based on the practical working experience. To prepare this report some primary as well as secondary form of information was used.

1.4.1 Primary Sources:

- Brand Manager ABL
- Direct Line Manager
- Executive

1.4.2 Secondary Sources:

- Formats in different marketing medias
- Website information

1.4.3 Data Collection Methods:

Through personal experience, in depth interviews and conversation were conducted with Brand manager, Head of MarCom, other senior executives of MarCom department.

2. Airtel Bangladesh Ltd. at a glance:

Airtel Bangladesh is a cellular operator in Bangladesh. It is the last cellular operator entered in Bangladesh till today. Previously it was Warid Telecom. In 2010, Warid Telecom sold 70% of its share to Bharti Airtel for \$300 million and Bharti Airtel took the management control. The rest of the portion was bought by Bharti Airtel in 2013 and before that it was approved by Bangladesh Telecommunication Regulatory Commission (BTRC). After that Airtel Bangladesh is one of the fastest growing mobile operator in Bangladesh which focuses on the young generation.

2.1 About Airtel Bangladesh Limited (ABL)

Airtel Bangladesh Limited is one of the fastest growing mobile services providers in Bangladesh and is a concern of Bharti Airtel Limited, a leading global telecommunications services provider. The company offers a wide array of innovative mobile services, including voice, value added services, data and m-commerce products and is focused on expanding its state-of-the-art mobile network both for coverage and capacity.³

2.2 About Bharti Airtel

Bharti Airtel Limited is a leading global telecommunications company with operations in 20 countries across Asia and Africa. Headquartered in New Delhi, India, the company ranks amongst the top 4 mobile service providers globally in terms of subscribers. In India, the company's product offerings include 2G, 3G and 4G wireless services, mobile commerce, fixed line services, high speed DSL broadband, IPTV, DTH, enterprise services including national & international long distance services to carriers. In the rest of the geographies, it offers 2G, 3G and 4G wireless services and mobile commerce. Bharti Airtel had over 324 million customers across its operations at the end of March 2015.

³ (Airtel Bangladesh)

2.3 History

In 1989, Bangladesh Government allowed private sector participation in Telecom sector as BTTB was unable to give the service to the whole country. Pacific Bangladesh Telecom Limited (PBTL) or now Citycell and Bangladesh Telecom were the first to get license as the mobile operator. Before that, Bangladesh Telephone and Telegraph Board (BTTB) was the only telecommunication service provider in Bangladesh. Along with that Sheba Telecom got license too to operate in 199 upazillas. Citycell was operating under CDMA. In 1996 more four operator license was auctioned and Grameen Phone got one of the licenses. Grameen Phone was the first to introduce GSM technology in Bangladesh. GP began its operation in March 1997. Along with GP, Aktel and Sheba Telecom took two licenses which are now known as Robi Axiata and Banglalink. In 2001, BTRC formed Telecommunication ACT eradicate any type of discrepancy in the Telecom Sector. Moreover in 2002, Information and Communication Technology (ICT) Policy was formed. In 2004 the first state owned cellular operator was introduced and the name given it was Teletalk. Orascom and Egyptian company bought Sheba telecom in 2005 along with that a Japanese Company NTT DoCoMo acquired 30% of Aktel in 2008. Before that Warid Telecom was introduced in 2007. In the late 2009 Grameenphone went public and in early 2010 Bharti Telecom acquired 70% of Warid Telecom and in 2013 Bharti Airtel acquired the whole or Warid Telecomm Along with that Aktel rebranded as Robi Axiata in 2010. In 2012 3G service was introduced by Teletalk. In the session of 2013, 3G auctions held for other operators and finally 64 districts are covered with 3G by Grameenphone, Banglalink and Robi.⁴

2.4 History of Airtel Bangladesh

- **December 2005:** Warid Telecom International a subsidiary of Abu Dhabi group paid US\$ 50 million to obtain a GSM license from the BTRC.
- **August 17, 2006:** Warid announced via a press conference that its network would be activated two months ahead of schedule in October, 2006. However, in October, 2006 Warid Telecom held off the launch of its cell phone services in Bangladesh until April 2007 since its major supplier Nokia walked out on a contract due to a payment dispute.

⁴ (Telecommunications in Bangladesh)

- **January 2007:** Warid had a soft launch at the end of the month by giving away complimentary subscriptions amongst a chosen group of individuals with the intention to make 'test calls'. Warid adjusted its network's quality based on their comments.
- **May 9, 2007:** Via an advertisement in a daily newspaper, Warid stated that it would be launching in public on May 10, 2007. However, no details regarding call rates or packages were revealed.
- **October 1, 2007:** Warid Telecom expanded its network to five more districts which included: Mymensingh, Jamalpur, Sherpur, Rajbari and Narail.
- **November 10, 2007:** 61 districts under Warid network coverage.
- **June 10, 2008:** Warid Telecom expanded its network to 3 more districts Bandarban, Khagrachhari and Rangamati. By then, all 64 districts of Bangladesh are under Warid network coverage which meant that Warid Telecom had nationwide coverage.
- **January 2010:** Bharti Airtel Limited bought 70% stake of Warid Telecom for US\$300 million.
- **December 20, 2010:** Warid Telecom was rebranded to Airtel.
- **December 21, 2011:** Airtel Bangladesh launched "Airtel Circle of Friends", the first ever Interactive Commercial in Bangladesh.
- **March, 2013:** Warid Telecom sold its rest 30% share to Bharti Airtel's Singapore-based concern Bharti Airtel Holdings Pte Limited.
- **September 8, 2013:** Airtel Bangladesh received 5 MHz 3G spectrum with US\$ 1.25 million.⁵

2.5 Operational Network Organogram

In Airtel Bangladesh the organogram lies in three levels and they call it Bands. These levels show the hierarchy and each Band defines their compensation package and benefits which will be provided to the employees under these Bands.

The Bands are:

⁵ (History of Airtel BD)



Figure 01 – Organogram of Airtel Bangladesh Limited

Along with these Bands, there are two more Bands at Airtel Bangladesh Limited. They are:

Band F: Consists of Senior Executive as well as Executive.

Band S: Consists of Senior Officer, Officer and Young Leaders (YL).

2.6 Market Share

In Bangladesh, Airtel Bangladesh Ltd holds 9.4 million subscribers and holding a position of 4th among the 6 operators. On the other hand GP has 52 million subscribers, Banglalink has around 32 million, Robi has 26.28 million, Teletalk has 4.04 million and finally Citycell which has 1.24 million subscribers.

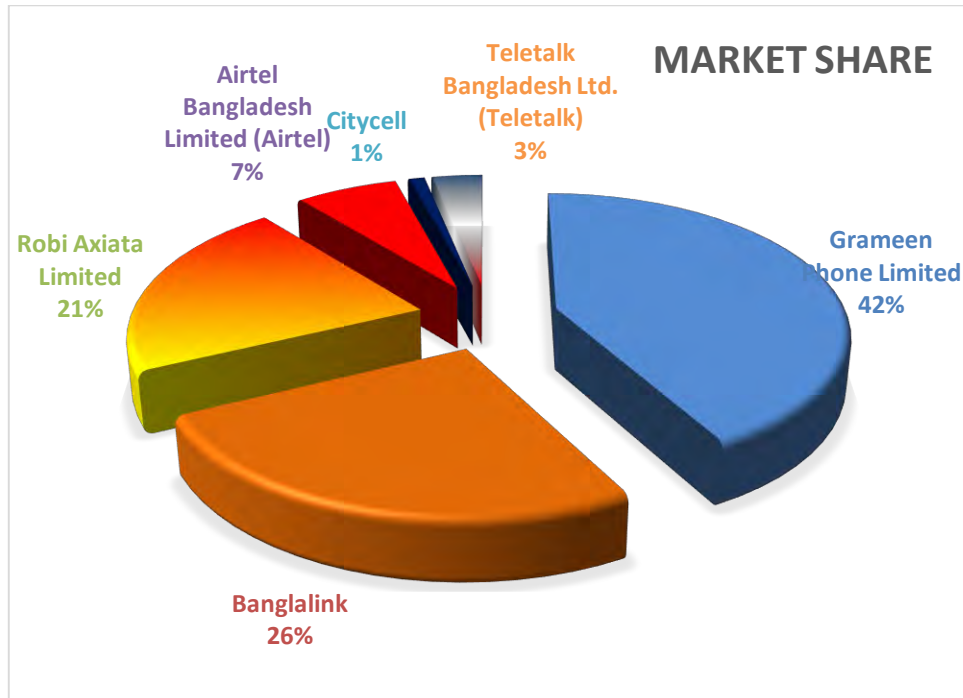


Figure 02 – Market Share of Mobile Operators in Bangladesh

2.7 Vision and Tagline

“Enriching lives means putting the customer at the heart of everything we do. We will meet their needs based on our deep understanding of their ambitions, wherever they are. By having this focus we will enrich our own lives and those of our other key stakeholders. Only then will we be thought of as exciting, innovation, on their side and a truly world class company.”

We can assume from the above vision and tagline that Airtel always focuses on their brand name, logo and color. Airtel Bangladesh always wants to give the first priority to their customer and wants to satisfy their customer. Airtel Bangladesh wants to give the brand “Airtel” another meaning which is ‘*exciting, innovation and world class.*’

3. Marketing Communication of ABL:

Marketing Communication of ABL plays a very big role to reach in the consumers' minds. As the Head of MarCom says,

*"MarCom works as a mirror for the people. They can see and feel the real services provided to them through the communications done by us."*⁶

In addition to that, for ensuring the proper communication and reaching well to the people BTL Communication plays the most vital role. In the words of Brand manager,

*"In order to acknowledge the proper communications in a proper way and making the use of it to its fullest, Above the Line Communication is the front line of action."*⁷

3.1 Wings of MarCom

In ABL MarCom there are different wings which are looked after by different personnel and hold different job responsibility. ATL which covers mostly different media. BTL covers various POS activities and sales promotion and Branding is basically the creative and communication part of the department. The below summary should explain well:

- ATL:
 - Media:
 - TV, Press and Radio
 - Digital
 - Out of home media
- BTL:
 - POSM (Point of Sales Materials).
 - Sales promotional activities materials (Leaflets, Cutouts, Kiosks).
- Branding:
 - Pre-paid products
 - Post-Paid products
 - Data products

⁶ (Ahmed, 2015)

⁷ (Romaël, 2015)

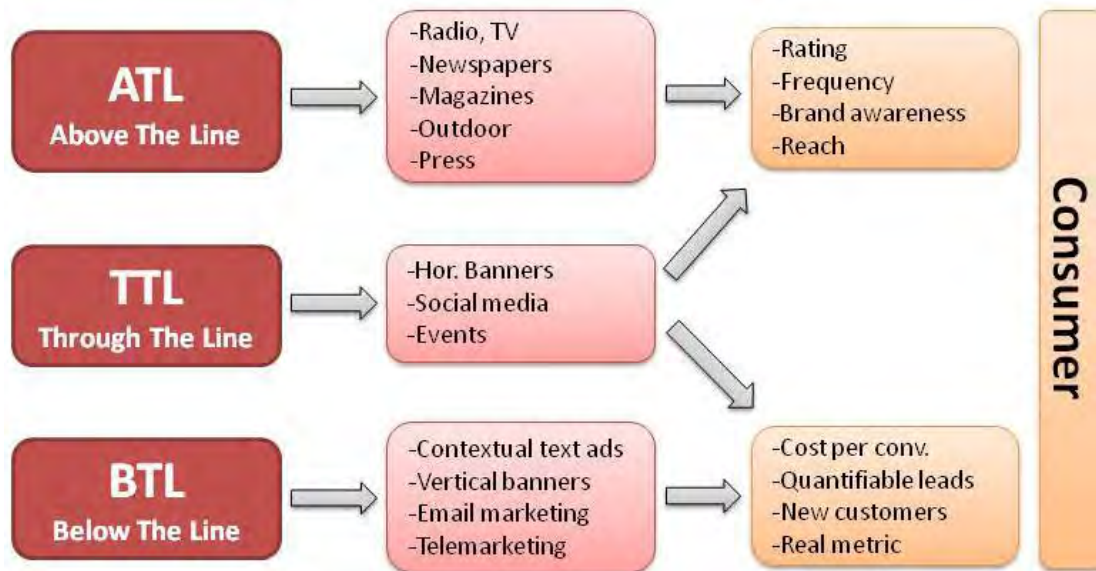


Figure 03 – ATL, TTL and BTL Flow

3.2 Workflow:

The jobs to be done by ATL, is a continuous process in ABL. As we know, the industry itself is very competitive; almost every moment there is something to be informing to the customers. The following jobs are must in every part of MarCom

1. Collecting all the product communications from different marketing wings.
2. Collecting the requirements of the communication, how the product should be shown to the customers.
3. Briefing different agencies about the requirements.
4. Collecting and checking the art works given by the agencies.
5. Cross matching the art works and the requirements given from different wings.
6. Budgeting and costing for the art works to preparing those on board.

After that depending on the part such as ATL, BTL or Branding the job directive differs.

As ABL always tries to do something different in the market, almost whole year they arrange different events to connect them to the mass media.

4. Analysis of VFM campaign through out of home advertising project:

Out of Home advertising is focused on marketing to consumers when they are "on the go" in public places, in transit, waiting (such as in a medical office), and/or in specific commercial locations (such as in a retail venue). OOH advertising formats fall into four main categories: billboards, street furniture, transit, and alternative. This was the first time in Airtel Bangladesh Limited history that out of home advertising were done for a campaign.

4.1 Campaign Details

Every campaign is defined as per a product. On basis of the product the creative design, communication and branding methods are selected. All the things always needs to be aligned in every point to be successful.

4.1.1 What is VFM?

VFM stands for Value for Money. Through this phase ABL wanted to communicate a product which is for the customers with any income but prefer spending efficiently.

4.1.2 Product Details

Customer needs to recharge Tk.129 to get the offer. Customer will get the following benefits with the offer:

- *"The customer will get 1paisa/sec rate to any local numbers for 24 hours*
- *The validity will be lifetime for 1paisa/sec rate*
- *Pulse will be 1 second*

- *The customer will have to recharge the amount only once and he will be able to enjoy the offer for lifetime*
- *To opt out from the offer the customer needs to migrate to specific package by dialing package migration USSD code.*⁷⁸

4.1.3 Creative Brief

As the product states as is it a lifetime validity product ABL's creative of agency and brand team decided the campaign's goal as to establish mobile devices with Airtel connections as blessings to customers' lives. This was to be shown through specific activities, movements and motions in the TVC and creative for other media. As the target group was youth from 18 years to 28 years of age the concept was to make the productions colorful, lively and trendy. The motion mostly emphasized on was the salute.



Figure 04 – Airtel VFM campaign generic creative for all media.

4.2 Campaign objective

Every campaign has objectives. This analysis requires two objectives VFM campaign objective as a whole and the objective of out of home activity. The report will emphasize on the analysis of the out of home activity.

4.2.1 VFM campaign objective

To promote the 129 TK recharge as Value for Money product and increase the TOMA of the product.

4.2.2 Out of Home advertising objective

The objective of the OOH advertising was to promote the VFM campaign all over Bangladesh and create top of mind awareness of the customer about the product and campaign.

4.3 Workflow of the out of home advertising project

The out of home advertisement project was very important and challenging as it was for very important campaign and it was for the first time ABL was going to involve in OOH advertisement. So, proper planning and executing accordingly was very crucial.

4.3.1 Budget and Planning

The OOH project required a proper plan on a budget that was fixed. Market research was done to get competition information and business importance information.

The plan basically was to choose the most important towns of the country where the product communication was to be emphasized. It was decided to avoid highway roads except where there were interjections, toll plazas or regular crowded places. It was done due to on high way roads the exposure time of the billboards to the target audience is very low than crowded places or interjections.

As per business importance Bangladesh was divided into 9 zones:

- Dhaka-1 (From Gazipur to Manik Mia Avenue)
- Dhaka-2 (From Dhanmodi to Narayanganj)
- Chittagong
- Cox's Bazaar

- Sylhet
- Comilla
- Mymensingh
- Khulna
- Bogra

Every zone was given allocation depending on which sites would be selected:

Zone	Number
Dhaka-1	30
Dhaka-2	30
CTG	20
Cox's Bazaar	10
Sylhet	20
Comilla	10
Khulna	20
Mymensingh	15
Bogra	10
Grand Total	165

Based on the allocation the project was proceeded to be achieved.

4.3.2 Site Selection and Verification

After the allocations the sales team came into action. Feedback was taken from the Territory Managers all over the country for the sites where the billboards will be placed. Then the collected site list was sent to the different vendors of out of home rental. They provided with billboards pictures at the selected sites with alternatives. Around 35 vendors were sent RFQ (Request for Quotation). The out of home media team of ABL (consisting me, Head of Marcom and Brand Manager) did the initial selection. After that the initial selected sites were sent to the sales team again for verification. The sites that they confirmed were selected and the rest were sent for RFQ until got preferred selection. After selection the legality of the site was checked by the legal team then final selection was made.

4.3.3 Creative and Model Selection

The creative was chosen to be very simple in terms of communication and visual. The main goal was to create the buzz within the customer with a communication that “a campaign is here where they can enjoy 1p/sec to any operator and the offer will be valid forever” and where the

motion of the campaigns motive to make it Value for Money can be seen (“The Salute”). This was kept very simple as a communication as the OOH campaigns goal was to divert the customers to other media such as TV, Press or Digital to get more information. Creating top of mind awareness was the key element in this OOH project.

As ABL’s main target group is from age 18 to 28 a young model was selected for the creative. Moreover, the motion had to be natural and trendy looking. The message through the creative was given more importance than the prominence of the model in the creative.

4.3.4 Execution

The flex printed on the billboards are done by different vendors than the rental vendors. There 6 vendors selected for execution of flex all over Bangladesh. They were selected upon their previous work performance with ABL in different printing projects. They were given the outputs and they did the proof verify of the print quality and color etc. As there was a board very near to office the flex print was executed on it first and after satisfying results were given go ahead. The execution was completed first at Dhaka, Chittagong and Sylhet. Then rest of the Bangladesh.



Figure 05 – Airtel VFM OOH execution

4.4 Evaluation of the Campaign

As an active member of a campaign it is very difficult to evaluate it. But this report tries to be most accurate and practical it can be. There are different points of view in it can be evaluated.

4.4.1 Execution Evaluation

The OOH project was 97% successful in terms of execution. As 160 OOH billboards were placed out of 165:

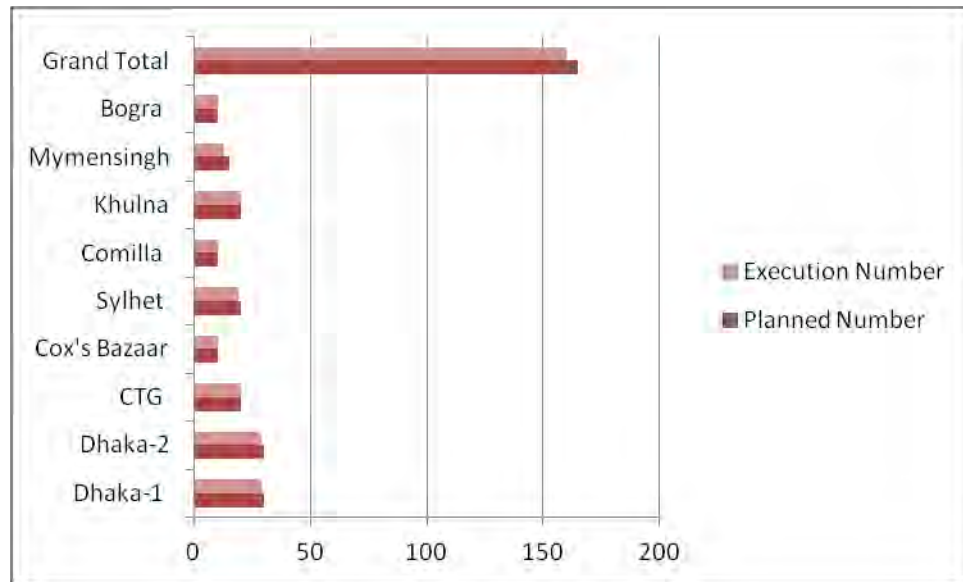


Figure-06 VFM OOH Planned vs. Executed number of sites

4.4.2 Customer point of view

It is very difficult to identify the actual result of customer way of thinking about a campaign as there are many different opinions. But to get the idea a ABL used the customer service department to gather a data through which different media evaluation was taken from the customer. The first one was through which media customer first got to know about the VFM campaign:

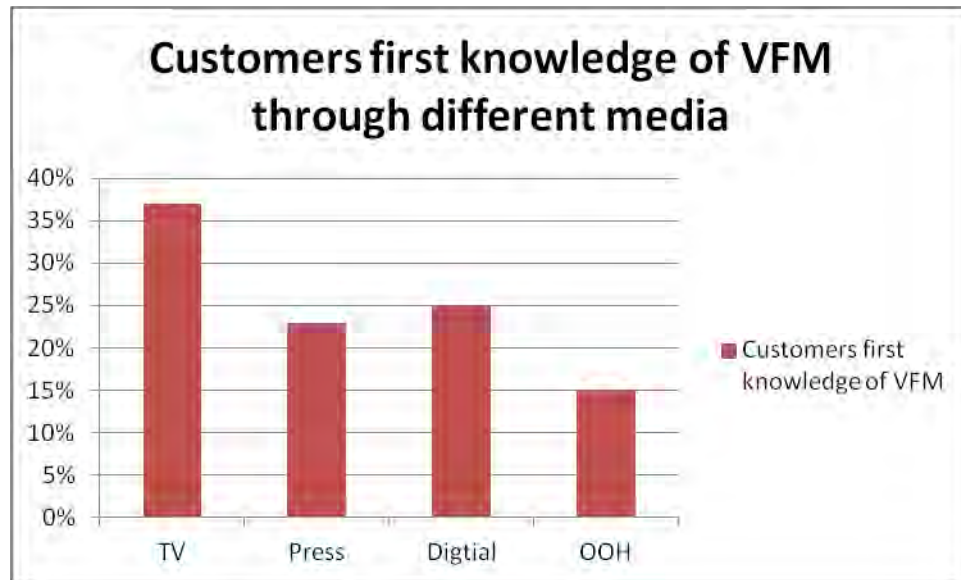


Figure-06, Percentage of customers gaining knowledge of VFM through media.

As it is seen here, TV played the most part of creating TOMA and providing information of the campaign to the customers. As digital posted before press it has more numbers. OOH did fairly well in terms of expectations.

If we go for particular OOH media, there is some information that can be used as reference of evaluation. A number of customers were asked whether they have noticed OOH of ABL or not; the result as follows:

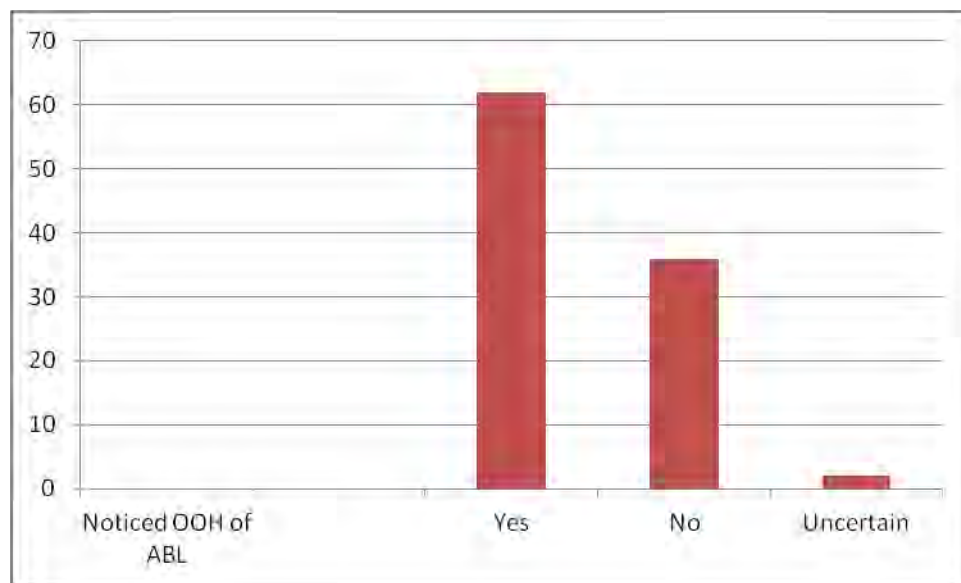


Figure-06 Percentage of customer who noticed OOH of ABL.

The customers who were asked the question, 62% of them replied positively about noticing the OOH, 36% were negative and 2% was not certain about the information. Though this data tells very little about the impact of the campaign, this is all there is now before research agencies give us full report on the campaign which is due in November. But as majority mentioned as positive it can be concluded that initial objective of making people become aware of about the campaign is fulfilled.

This campaign resulted as all-time highest SOV (Share of Visual) in terms of TV media. Highest likes and interactions in TVC posted on social media for Airtel Bangladesh Limited. Moreover, Airtel for the first time executed OOH for this campaign. So in many cases it was a successful campaign.

4.5 Challenges

Every prospect comes with its challenges. There were few challenges to get the campaign done:

- The budget was constrained in terms of the effectiveness required for the campaign. Cost effectiveness to the extreme was required to get it done.
- As Airtel did not have any outdoor agency in place it was difficult to get the competitive rates and communicating with the vendors.
- The time for planning was short in terms of requirement. The things were done simultaneously as a result after a few errors occurred.
- There were 22 vendors for sites rental and 6 rentals for flex print. Having constant communication and keeping track was really difficult as a single person.
- Most sites were legalized by the vendors after being asked to. It was extra hassle as this was really unprofessional from the vendors' point of view.

4.6 Recommendation

To improve the quality of the campaign, smoother execution and effective communication there are few things which should be recommended:

- Time is the main key to success of these campaigns. The timeline needs to be more concrete to achieve the goal and tackle any difficulties.
- The budget was decided earlier than the planning, for that many innovations could not be done and locations were compromised. If planning is done before the budgeting the campaigns will be more and more innovative.
- In most of the cases MarCom depends on one single agency and as there are too many work pressure with different events going on, the works get delayed. An outdoor agency should be hired for monitoring of the boards and to gather initial intelligence. It will make the overall process more accurate and effective. As a central monitor it is difficult to get the real picture of execution or current state of the sites.
- The communication between vendors and the company were difficult for a single person to handle. An intern or a part-time employee could be engaged to help out on these projects.

5. Conclusion and Learning:

Airtel is a telecom service providing company where customer satisfaction is both goal and marketing tool. Today's customers in the telecom industry, where lots of offers are available, are harder to satisfy. They are smarter, more price conscious, more demanding, less forgiving and they are approached by many more companies with equal or better offers. The challenge is not only to produce satisfied customers also to produce loyal and delighted customer in this competitive and customer driven market. In every decision customer and competitors information needs to be accurately analyzed.

Learning from Airtel would be many, to building relationships with people, building confidence and improving the communication skills. Pushing the vendors to submit the job within the deadlines helped to develop the time management skill as well. The experience has taught responsibility, teamwork and how to handle people in tough social situations.

Overall, the VFM campaign brought many new achievements as well as learning for Airtel Bangladesh Limited. There were also doors of opportunity that have opened. Airtel must make good use of those opportunities by learning from the mistakes.

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- a) A. K. Rahath Ahmed; Head, Marcom. Airtel Banglades Limited.
- b) Romael Hasan Wahid; Brand Manager. Airtel Bangladesh Limited.

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- b) Airtel Bangladesh Website: <http://www.bd.airtel.com/>
- c) BTRC website: www.btrc.gov.bd
- d) Personal experience

Books

- a) Principles of Marketing by Philip Kotler and Gary Armstrong (12th edition)

Abbreviations:

- VFM- Value for Money.
- RFQ- Request for Quotation
- MarCom- Marketing and Communication
- ABL- Airtel Bangladesh Limited
- LOI- Line of Interest